

A TASTE OF REINVENTION



SIZZLING!

**CHANGE RECIPES
FROM THE HEARTLAND**



FAA LOGISTICS CENTER, A REINVENTION LAB
OKLAHOMA CITY, OKLAHOMA

A Taste of Reinvention

**Sizzling! Change Recipes from
the Heartland**

April 1998

ACKNOWLEDGEMENTS

We would like to recognize the FAA Logistics Center's employees who continue to test these and other reinvention recipes. We also would like to thank Vice-President Al Gore's National Performance Review for leading a revolution that has made this all possible.

FOREWORD

Change. No single word seems to describe so well what we experience every day. There are so many daily forces for change—computers, cell phones, global economy, industry mergers, balanced budget, global warming, scientific breakthroughs, demographic changes, and political upheavals. All of these conspire to make each succeeding day and year of our lives substantially different. We all are familiar with the dynamics of adapting to change.

But when it comes to changing government operations, many managers and employees shy from change. Perhaps it is due to the political environment, or the preference for stability. Or, perhaps it is because most managers were trained at a time when consistency was the major government value. Or, perhaps some change gurus' books might lead one to believe that the change leaders they describe were precise and very experienced in the way they made the changes. Whatever the reason, many people think reinvention is hard to do.

It is hard work—but it is not difficult. We are doing it now and are learning more every day. As a National Performance Review reinvention lab, we made a commitment to pass on to others what we have learned. We think we found the way in something that is fun, yet serious—cooking!

This is a cookbook written by practicing reinvention chefs as we strive to make substantial changes to our organization and our culture. At the Logistics Center we have a partnership restaurant. Just as every ingredient is important to the recipe, every employee plays a role in reinvention. We are creating a learning organization. The food will not cook if the temperatures are not right, and the organization will not change if the conditions are not right.

We are getting there. Is it getting easier? Not, necessarily. But the organization's confidence that it can handle different challenges and deal with the unknown is growing daily. The more mountains we climb and put behind us, the less fear of the next one. Our own experiences provide the bases for the recipes in this book.

This reinvention cookbook just scratches the surface with its recipes for successful change. We hope that others will add their recipes—or recommend changes to these—so that next year, “A Taste of Reinvention” appeals to a broader range of tastes.

Enjoy, and bon appetit!!

PARTNERS

For the FAALC

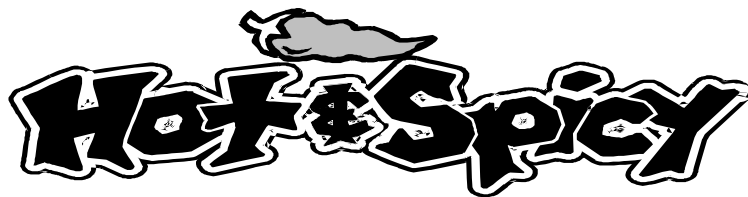
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A Taste of Reinvention

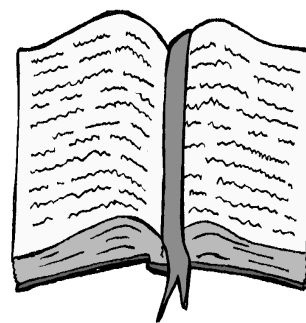
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INTRODUCTION

Napoleon coined the phrase “an army travels on its stomach”. The Reinvention Army is still growing and traveling. So we have decided to put together a cookbook to make the trip a little more comfortable. Some of the recipes might be appropriate to a 4 star restaurant, some may be more appropriate for Sunday afternoon watching football in front of the television.



But that is what makes a cookbook such a wonderful tool for change. Cookbooks contain the basic recipes. Then it is up to the ‘chef’ to reinvent the recipe to fit the meal. Sometimes the chef follows the recipe to the letter. At other times the chef will reinvent the recipe because some of the available ingredients are different than called for, or the group being served the meal has different tastes. They may be more daring and want something REALLY different...spicy or exotic.

So it is up to the ‘head chef’ to set the tone for the dish, whether an appetizer or a 7 course extravaganza. The best chefs have a passion for change and a vision of what the meal will look like and taste like. They take risks and try new seasonings. They are creative with the presentation and encourage other chefs to make changes and move ahead. Of course to make the best menus succeed, all the chefs work together to meet their milestones and commitments.

This cookbook will give you ideas ranging from basic measurements to presentation, to shortcuts in preparation. Unlike other cookbooks, this cookbook will give you hints about your kitchen and even serious tips for you to use in your restaurant. It will offer tips that the chefs have found work and tell you how to succeed with your menus. Some of the recipes will even offer you ways to relieve the stress and have fun. Punching bread dough is a GREAT way to take out your stress.

As with all cookbooks, you do not have to start with page one and read cover to cover. Pick and choose what works for you and start having fun. This cookbook is filled with ideas that you can reinvent to make the changes ‘comfort food’.

Oh, if you were wondering, we tried all these recipes and loved them!



“Some books give you food for thought, except cook-books, which give you thought for food”—Paul Harlan Collins

Cooking Terms For ReInvention Kitchens

Table of Equivalencies

Head Chef – Senior Manager/Leader

Master Chef – Members of the Management Team typically with expertise in a particular functional area

Borrowing recipes from others that you find tasty – Benchmarking

Planning the Menu – Strategic Planning

The Kitchen or Restaurant – The Organization

The Recipes – Initiatives for change

Weights and Measures

3 teaspoons = 1 tablespoon

4 tablespoons = 1/4 cup

5 1/3 tablespoons = 1/3 cup

8 tablespoons = 1/2 cup

16 tablespoons = 1 cup

1 cup = 8 fluid ounces

1 cup = 1/2 pint

2 cups = 1 pint

4 cups = 1 quart

4 quarts = 1 gallon

Pinch of creativity = pound of reinvention

Salt to taste = initiate change to meet your unique goals



Glossary of Terms

GPRA - Government Performance and Results Act

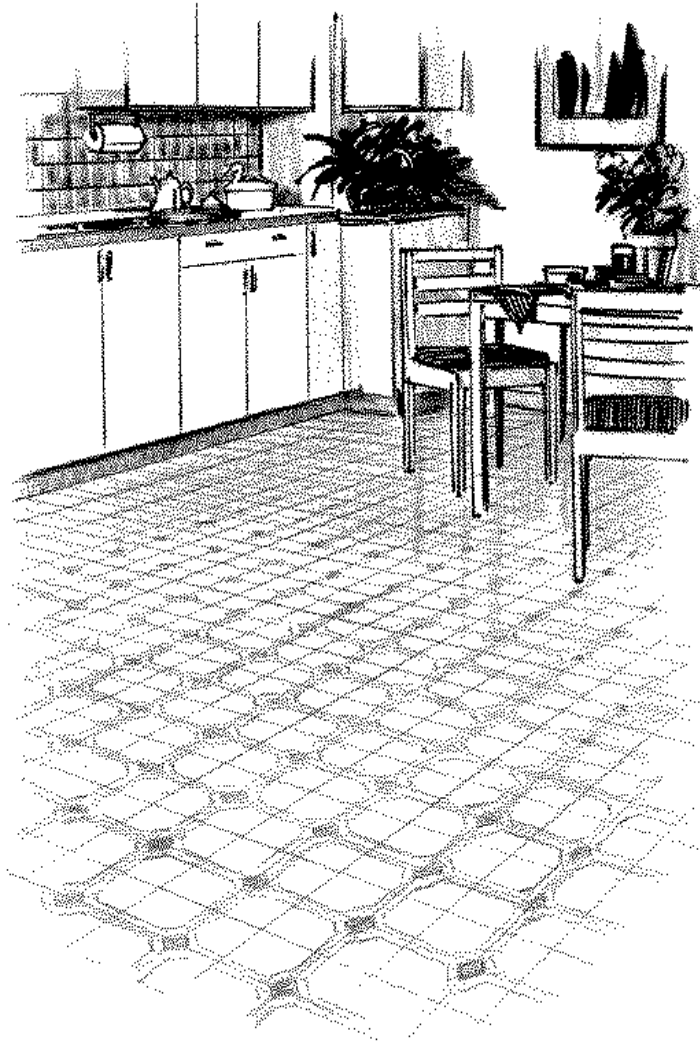
GMRA - Government Management Reform Act

CFO - Chief Financial Office



“I was 32 when I started cooking; up until then I just ate.”
–Julia Child

I. PREPARING THE KITCHEN



***"If you can organize your kitchen, you can organize your life."**—Louis Parish,
"Cooking as Therapy"*



Strategic Plan for a Reinvention Restaurant (Is your's used to produce gourmet reinvention meals or to decorate your cookbook shelf?)

Strategic Plans are the reinventor's fad and rage these days. People point to the GPRA, GMRA, and CFO Act inspectors as proof that strategic plans are important and will be used as reinvention tools. Fact of the matter is, these are artificial devices to try to force good behavior and useful decision tools on federal chefs. Many chefs will find ways to play the inspection game and never use the tools the way they were intended. Still, GPRA, GMRA, and the CFO Act are good inducements to better government, and they will make a difference in the long run.

Many government operations have bureaucratized the strategic plan process to the point that it takes a lot of time and effort, contains few or no stretch goals, and produces a plan that sits on the shelf.

But if you want to create a genuine reinvention restaurant, it is important to know the strategic plan is really your business plan. It spells out the corporate goals and strategies that the entire restaurant will be following and it keeps the business on track. Some strategic plan approaches, such as the "balanced scorecard," allow a reinvention restaurant to push change in four directions simultaneously.

Genuine S-T-R-E-T-C-H goals with solid performance measurements actually create forward push and momentum for the organization. When the strategic plan is used correctly, its utility is extremely high and relatively short. Why? Because the plan starts to fulfill its objectives sooner than later, and the need for a newer, updated plan materializes.

The sign that a reinvention restaurant has found the right use for its strategic plan is the plans don't last long enough to sit on shelves. Like very good cookbooks they are used frequently and soon wear out. But they earn a lot of money for their head and master chefs while they last!!

"Tomatoes and oregano make it Italian; wine and tarragon make it French. Sour cream makes it Russian; lemon and cinnamon make it Greek. Soy sauce makes it Chinese; garlic makes it good." –Alice May Brock *"Alice's Restaurant Cookbook"*



BASIC (STRATEGIC PLAN) FOCACCIA

This recipe is so basic, but offers the potential for so many great variations, every chef should have it in their repertoire. Plus it is fun and a great way to relieve stress. Just like a good strategic plan. And you can change it to meet your new requirements as your reinvention moves forward.

The basic bread is great for sandwiches, snacks, or with salads, wine, and soups. Try adding herbs of your choice. Also, a great dough for pizza and can be used as a dessert bread by adding fruit and toppings.

Dough:

1 package dry yeast
1¼ cup warm water
3 1/2 to 4 cups unbleached white flour
2 teaspoons salt
1 tablespoon olive oil
Fresh or dried herbs (optional)

Topping:

1 tablespoon olive oil
coarse salt

1. In a measuring cup or small bowl, dissolve the yeast in warm water. Cover and set in a warm place until foamy, about 10 minutes. ***Every strategic plan needs an ingredient [measurable goals] to make it grow and expand as the reinvented organization changes.***
2. Put 3 1/2 cups flour into a large bowl and make a well in the center. To the well, add yeast mixture, salt and oil. Add herbs if desired. ***Don't be afraid to spice up your strategic plan.*** Now let's get dirty. With your hands or a wooden spoon, mix ingredients until a soft dough is formed. Turn dough onto a lightly floured surface and start reducing your stress. Knead it for 8 to 10 minutes, adding additional flour as needed to prevent sticking, until dough is smooth and elastic and springs back when lightly poked. ***Is your strategic plan elastic and able to spring back when tested? Has it been kneaded too much and killed the growth ingredient?*** Place the dough in a large, lightly oiled bowl, turning once to coat the surface. Cover with plastic wrap and set in a warm place to rise doubled. Relax for an hour.
3. Punch down dough and let rest for 10 minutes. Press dough into a 10x15 inch cookie sheet or a 12 to 13 inch pizza pan. With your fingertips, dimple the entire surface. ***As you can see, a strategic plan is a hands on, growing document. You have to be committed to it and interacting with it all the time. At times you can sit back and let it rise to the occasion, but at others, you need to get in and get dirty working it.*** Brush with olive oil and sprinkle with coarse salt. Cover with plastic wrap and let rise in a warm place for 30 minutes. Preheat oven to 400 degrees.
4. Bake Focaccia in the bottom third of the oven for 20 to 25 minutes, until golden brown. Serve immediately or let cool on a rack.

By adding sauce and toppings you can use the dough to make pizza. Do some free form Focaccia and add different toppings such as olives, sun-dried tomatoes, or glazed onions. Want dessert? Delete the coarse salt topping and add 4 tablespoons of sugar to the basic dough recipe, a teaspoon of cinnamon, and some pecans. Bake and drizzle with a mixture of ¾ cup powdered sugar and 2 tablespoons of milk.

The Well Balanced Reinvention Kitchen

No kitchen would be complete without a variety of measuring devices and utensils.

Some of the most vital are those that measure the ingredients that go in the recipe, such as measuring cups and spoons. We all immediately think of these measuring devices. However, equally important, and sometimes taken for granted, are those related to temperature and time. What would happen if you had no way to regulate the temperature of your oven, or you had no clock to tell how long something had been baking? No matter how well you measured the ingredients that went into the recipe, you could end up with a disaster. A world class chef would never simply focus on the ingredients in a recipe and ignore other factors affecting the outcome of the recipe.

An organization in the process of change cannot limit its focus to one area of the transformation. If the reinvention focus is limited to financial change, workforce development needs or capital improvement needs will be short changed. Focusing strictly on the customer expectations without regard to cost will result in financial disaster.

In the reinvention kitchen, we recommend you build a balanced scorecard to ensure you are considering and measuring all the key factors that must work together to achieve your organizational vision. A complete balanced scorecard contains goals, measures, and targets. The following chart contains the basic ingredients in a balanced scorecard:

Type of Measure	Purpose
Financial Stakeholder Perspective	Assess effectiveness of financial management initiatives and other factors of paramount importance to those who control or influence funding, i.e. higher HQ, your Agency, or Congress.
Customer Perspective	Assess how well you are meeting your customers' expectations.
Internal Business Perspective	Measure those key internal business processes that create value for the customer.
Learning and Innovation Perspective	Measure effectiveness of support or enabling systems necessary to accomplish key internal business processes. For example, is the work force properly equipped in terms of skills and equipment to effectively carry out the key internal business processes?

Uses of the Balanced Scorecard:

1. Provides a framework for strategic planning. The strategic goals and targets should address each of the Balanced Scorecard perspectives.
2. Translates broad Strategic Vision into actionable goals and objectives for the workforce.
3. Provides focus for the organization...now everyone knows what is most important.
4. Ensures the reinvention efforts are integrated and connected, prevents sub-optimization.



Financial Management at Reinvention Restaurants

Ever hear a Federal head chef say, “We are going to operate like a business?” That sounds good until you look at that head chef’s bookkeeping. More than likely you will find the chef is saying one thing and doing another. Check to see how many of their master chefs are sent to financial management classes, and see whether they have a financial officer who came from the private sector. Bet it

is a former budget officer with a different label. Private sector chefs deal with balance sheets, and buy kitchen equipment and tools commensurate with what they can earn back. A top notch financial chef quickly trades the notion of fixed budget for something based more on a bottomline. Government chefs can do the same thing.

Of course, this is when you will hear the government chef admonish, “We will be business-like, we are not a business. The government restaurant isn’t a business and we can’t operate on a profit.”

It’s true government chefs cannot make a profit, but it is an easy deception to say there is no bottomline. University business schools are filled with executives from not-for-profit and nonprofit institutions that are businesses without profits, but which operate to bottomlines. When many people peruse the Combined Federal Campaign catalog, they consider a charity’s administrative cost figure before deciding whether to make a donation!

Try operating your restaurant a different way. Hire a top notch financial person from the private sector. Or send all the master chefs and their budget experts to financial management school where they will learn about profit-loss statements, opportunity costs, and activities based costing, and see if your funding needs don’t begin to drop faster than that soufflé when you open the oven door too early!!

“If Broadway shows charge preview prices while the cast is in dress rehearsal, why should restaurants charge full price when their dining room and kitchen staffs are still practicing?” —Marian Burros, “Practical Prices for Practice Food”



Financial Management System Casserole

Ingredients:

- 1-Top notch financial manager with private sector experience
- 1-Management Team
- All government budget analysts you have available
- 1-Information system

Preparation:

1. If you do not have a top notch financial manager with recent private sector experience available, recruit one. Send all members of the management team and all government budget analysts to financial management school where they will learn about profit and loss statements, opportunity costs, activity based costing, and other financial management concepts and practices.
2. Evaluate your financial information system and re-design as necessary to provide the type of financial information needed to perform cost analyses.
3. Blend all the ingredients together to form an integrated financial system. Serve at every decision making "meal."
4. Soon your funding needs will fall faster than that souffle' when you open the door too early!



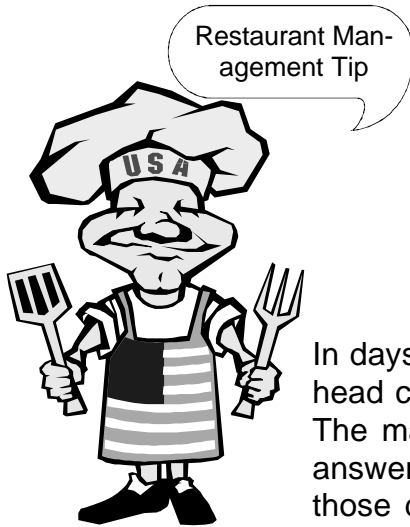
FINANCIAL OFFICER

A fast-changing Federal organization, the FAA Logistics Center, is seeking a highly motivated individual for a leadership position with responsibility of guiding the design and implementation of commercial financial management practices and measures into its operations. Must be a team player, results oriented, and demonstrate strong leadership skills. Applicants for this position must show successful experience, results, and accomplishments in a medium to large firm as a financial manager or similar role. This is a two-year contract with the possibility for renewal.

Refer to <http://jobs.faa.gov> for application procedures and additional information relative to this position.

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This ad enabled the Logistics Center to successfully recruit and hire the financial controller for the Nation's largest food distributor the day he retired.



Partnering with the Workforce

In days past, many restaurants operated under the principle that the head chef and master chefs in their wisdom made all the decisions. The master chef was in charge and was expected to know all the answers. Of course, the restaurant workers knew whether or not those decisions were going to sell with the customers. Fewer successful operations are like that today. As restaurants try to operate with fewer master chefs, more decisions are often dropped to the worker level.

Good reinvention chefs don't wait for organizational changes to transform the decision-making. This is too slow! It is virtually impossible to transform quickly if the workers are not actively involved. And a reinventor takes a lot of risk trying to go it alone. Successfully making a major change means dozens, if not hundreds, of minor subsequent adjustments need to be made throughout the restaurant just so the change works, and things affected are modified to the new conditions. If this doesn't happen, some things will be worse than before.

These changes will never be made on time if the staff has to rely on the chefs to make decisions. This means the chef has to trust that the workers can make as good or better decisions. Few businesses facing stiff competition can afford to waste or lose ideas. The best restaurants are those that find ways to harness the ideas coming from their employees. Bringing in the chefs, staff, and experts from the beginning is an essential ingredient to success.

One of the most effective ways to achieve this is through a genuine partnership where everyone agrees that at the most basic level, they share many common interests. More can be accomplished if all partners trust each other. Even more can be achieved when the chefs are willing to proactively reach out and expand employee involvement beyond what is expected in a traditional partnership. The more that decisions and preparations can be made jointly up front, the less time, confusion, and cost to stay successful.

It is ironic, but you go slower to go faster!!

"Anybody can make you enjoy the first bite of a dish, but only a real chef can make you enjoy the last." –Francois Minot, editor, "Guide Michelin"



Preparation Tip



Shopping for Decorating Ideas and Cooking Ingredients

We all want our reinvention restaurants to look good and the food to taste the best. However, too many of us think our job is to create our own restaurant decorations and to grow our own ingredients. It's good to be creative, but it sure takes a lot of time and effort that could be spent preparing the food.

Here is a helpful hint that will save you time, money, and effort. Steal other people's ideas, and find out where the popular restaurants buy their ingredients. They have spent a lot of time and money doing research and perfecting their restaurant business. Why should you go the same tough road they have?

Don't believe this works? Have you noticed how many successful Mexican chain restaurants use the same design and motif? How about how many higher end priced automobiles use a hood ornament along the style of Mercedes? Or how generic brand soups and store brand mouthwash mimic the design of the best selling brands? Why mess with success?

You also might not believe this, but it is legal! In the business world, we copy each other by benchmarking and adopting best practices. In the past 18 months, the Logistics Center has benchmarked more than 20 world class operations, ranging from performance measures, to distribution, to customer service. We never found a great idea that we didn't steal! (Note: To be an ethical benchmarker, you have to follow special rules, so don't try this without a benchmarking master chef's supervision—contact your local NPR representative for further information.)

“In department stores, so much kitchen equipment is bought indiscriminately by people who just come in for men's underwear.” –Julia Child





The Clueless Cook

“Yum, yum! I just have to have the recipe for this dish, it is delicious!” How many times have you enjoyed a dish so much you found yourself uttering these words? With reckless abandon, confident in your culinary ability, you convince the cook to give you the recipe. You quickly jot down the ingredients and other directions on the back of a dinner napkin. Several days later, you pull out the somewhat crumpled recipe and prepare the dish. To your dismay, you find it only slightly more appetizing than shredded cardboard. Suddenly, you are wrought with anxiety and self-doubt with regard to your culinary skills.

You immediately call the source of the recipe to try to determine what they forgot to share with you. After a short discussion, you learn that in order to properly prepare the dish; you cannot substitute a cup of salt for a teaspoon; you really should have had the thermostat on your oven replaced; and maybe, you did cook it for two hours instead of 20 minutes.

Had the Clueless Cook followed the “benchmarking protocol,” the outcome would have been closer to the expectation.

There are a couple of benchmarking lessons we can learn from the clueless cook. First, if you are going to benchmark, be sure you carefully document the process, and fully understand how and where it applies.

Second, perhaps the person sharing the recipe would have been more willing to provide a complete and thorough explanation of the recipe, if the clueless cook had been willing to reciprocate and share some of their recipes. In benchmarking, remember, it is a two way street. If you steal ideas from another organization, you should be willing to share your ideas.

“Even if you are on the right track, you will get run over if you just sit there.”—Will Rogers





Cost of Reinvention

The difference between a government head chef and a reinvention head chef is that the genuine reinventor will tell you it doesn't require more money to become a high quality business. Yes, you read it right. **MONEY DOESN'T MATTER!!** Still, some government head chefs lament that their organization's ability to change and improve has been hampered by budget reductions.

If you want to be a successful reinvention chef, you need to think differently. Start with the realization that *normal* business competition in the private sector forces a business to lower its costs every single year. The first year that it fails to reduce its operating costs and simultaneously offer better dishes and better services, one of its competitors is going to start taking over the market! So the fundamental rule is: each year, costs must go down and performance must go up! Sounds like NPR's "Works Better, Costs Less." Yet, how many government chefs ask for less money each year?

But, believe it or not, this is status quo thinking, not a die-hard reinventor's thinking. The real reinvention challenge is to do what Chrysler, Harley-Davidson, and every other money losing business had to do to survive when their products or services were so out of touch that their market share was declining. To succeed, they had to reduce costs; train and retrain employees; improve their products; retool; make capital investments; and do it all with declining revenues and fewer people. But this isn't enough. At the same time, their products had to beat the competition's in order to get their market share back!

How can a government reinvention restaurant achieve this? One daring approach is for the head chef to start taking self-imposed cuts each year. Big ones! These cuts are used to fund the capital improvements and expand employee skills and capabilities. If the budget is cut, the chef takes even deeper self-imposed cuts. The goal is to keep the improvements coming. Not surprisingly, the productivity improvements and cost savings often offset the impact of the self-imposed reductions. Sound crazy? Well, it happens in the private sector all the time.

"People are getting tired of going out to expensive restaurants and spending lots of money for seven pea pods and a two-inch steak." –Lynne Bien, Pie in the Sky Restaurant, NYC



Restaurant Operation Tip



Corporate Chefs for a World Class Menu (Comfortable or Revolutionary)

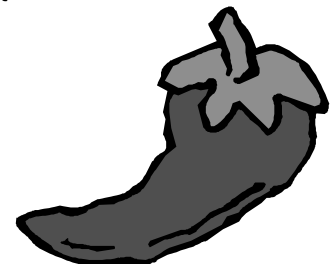
When you are cooking up a brand new scheme for reinvention dishes, are your master chefs going to be working together to make the new menu a success? One mistake head chefs make, is to leave the master chefs in their former positions and to expect them to support the new menu, restaurant ambiance, and pricing. Sometimes the new menu is a success, but more often than not, the head chef finds the new menu just doesn't seem to work. The head chef spends a lot of time overseeing the master chefs, trying to keep them on track, and just getting tired in the process. The difficulty with this is, the head chef is asking his/her master chefs to ignore their best recipes that made them a success. The master chefs may find it difficult to change. To their credit, the master chefs try to follow the new menu, but they have too much vested in what got them the success they had in the past.

One trick is to move the chefs around. Put the dessert chef in charge of appetizers; the appetizer chef in charge of salads; and the entree chef in charge of desserts. Voila! You'll be surprised by the result! No longer do the master chefs have reason to defend their old menus, or stray back to their past favorite dishes. Now their focus is on making the restaurant's menu a success. (Of course, providing that the head chef holds them accountable for results!)

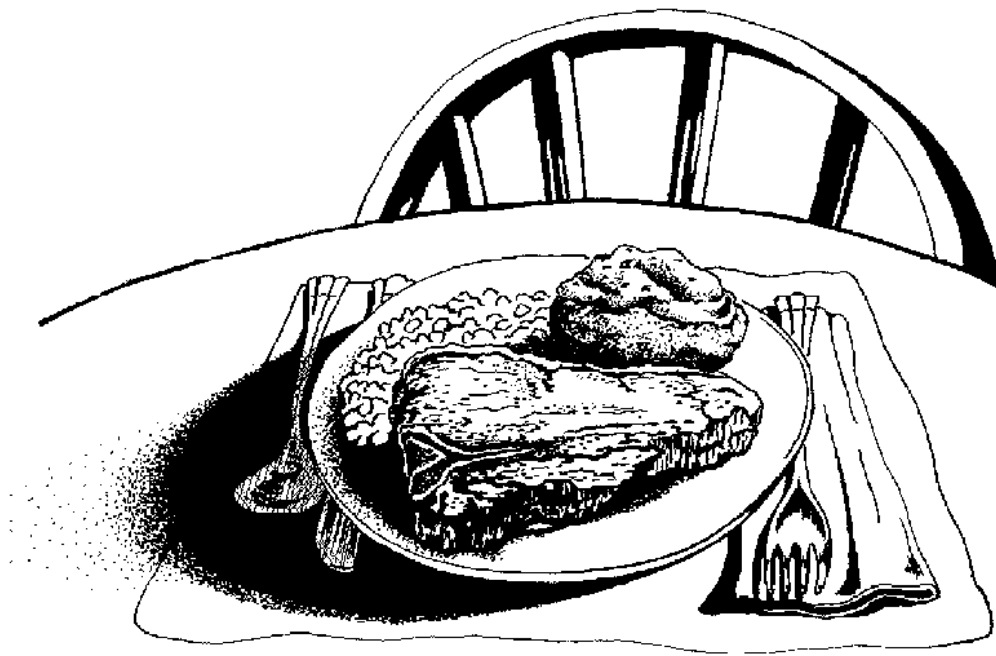
One big question that might be asked is whether a master entree chef will ever be a good master dessert chef. In fact, some head chefs are afraid to move their master chefs around for fear their chefs will not be able to perform. If you have made a good selection of chefs based on their ability to cook gourmet dishes, then interchangeability is no problem. However, in many government restaurants, the master chefs made their way to those positions by knowing a lot about a specialized area of food, but not on their ability to cook. When you take away that dish, they don't know a lot. That still is not a good reason for not moving your chefs around. It will quickly show who got to their position based on technical knowledge, rather than on cooking ability. You stand to lose relatively little. If you find your chefs are not good at cooking, then that may be one of the reasons your current menu isn't working.

Try this approach, and see if the food critics don't soon start writing about the changes in your restaurant!

"Today's restaurant is theater on a grand scale."
—Marian Burros



II. MAIN DISHES



"If you want food that melts in you mouth, eat it right out of the freezer."
—Paul Harlan Collins



Communicate, Communicate, Communicate

(For large scale reinventions, this is one of the most important cooking tips.)

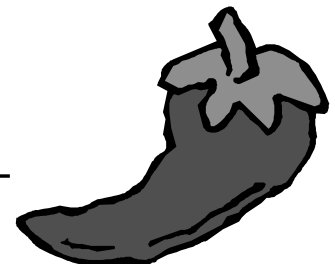
Most of us think that a restaurant's success depends on its food. That is probably partially true. But restaurants in general spend a lot of time and energy in communicating. As you walk into many restaurants, you'll see the specials of the day posted. As you are seated, you will be handed a menu that tells you what they serve and the prices. You'll be approached by someone asking if you want drinks. Your waiter will repeat the specials. The goal is to make sure you know what they have to offer and that they are interested in your business. MacDonald's and Burger King pay significantly more attention to communicating. Almost everything is designed to send some type of message. In a fast food restaurant, where profits depend on quick turnover, even restaurant color choices are often tailored to communicate a message—such as “eat and go!”

Communicating effectively and often is an essential ingredient to reinvention success. By definition, the reinventing organization is doing something—perhaps many things—differently. Major organizational, cultural, and system changes de-stabilize the work environment, and may create discomfort, apprehension, and unrest. How can the workforce move in unison, in the same direction, at the same time if it doesn't know what it is supposed to do, or why it is supposed to do it, or what “reinventing” looks like? Government reinvention chefs are seldom taught how much, or how intense, the communication efforts must be to lead the organization through the change period.

This is a tough job! We have used every communication tool we could find. We have convened information sessions for all 600+ employees; emailed messages to the entire workforce; and cascaded information through supervisors. We created an intranet site with every key piece of information on it. We started an employee newspaper. We post information on every conceivable open space. We established a full-time communications officer. We find that we still are not communicating enough. When an organization is going through major change, no communication effort can be too much.

Another leader of a successful large organizational turnaround once told us, “We met and met and met. We did every conceivable thing we could do to increase organizational communications. After we completed our turnaround two years later, the only regret we had was that we hadn't communicated even more.” That says it all!!

“Don't open a shop unless you know how to smile.”—
Jewish Proverb



COMMUNICATION OMELET: LEARNING TO COOK HEALTHY



Most of us learned to cook from our mothers or grandmothers. We seasoned with fat. We fried everything. Beef was not purchased if it was not sufficiently marbled. The secret ingredient in your prize-winning cake was a tablespoon of butter. Then the cooking world was turned upside down. Fat was not good for you. Who did you turn to for help? How did you learn to cook healthy? You could not turn to your grandmother because she shared your plight. You had to learn to cook all over again.

An organization in change shares your plight. A traditional bureaucratic government organization can not change without learning to cook all over again. A chef wanting to learn to cook healthy goes to a dietitian or cooking school specializing in fat free cooking. An organization wanting to change must first decide what it wants to be. They ask organizations with similar missions about available training. Successful change cannot be accomplished without training.

Communication Omelet:

2 eggs or 1 small carton of "Eggbeaters"

pinch of salt

black pepper to taste

milk

pat of butter or spray of "Pam"

ham, cheese, tomato onions, sausage, bell pepper, etc.

Combine eggs, salt, fresh ground pepper in a mixing bowl. Add half an eggshell of milk (about 1 tablespoon if you don't have an eggshell). ***The reinvention chef is innovative when communicating with employees.***

Melt the butter in a medium hot skillet or omelet pan. Whip the egg mixture vigorously and pour into the skillet. Watch the omelet.

The omelet will start to bubble and rise from the pan in several places. ***The organization will communicate to the chef how well it is handling the transition (into the frying pan).*** Immediately pop the bubbles with a fork and shake the pan to redistribute the omelet. ***Reinvention chefs must see, hear, and respond quickly to the communications that bubble up from the organization. Listen to the sizzle. Successful communication is a 360-degree process.***

After a minute or two the omelet will stop bubbling. When the top begins to skim over, add your favorite ingredients along the center of the omelet. ***The reinvention chef customizes the communication menu for the particular organization or situation.***

Fold the omelet from each side to the middle. Cook for another one to two minutes. Turn out onto a warm plate and serve to your guests. ***Now your communication has moved to another level. You will get customer feedback, which in turn, may refine or modify your recipe. And, the communications process starts over***



Cooking at home

Many reinvention restaurants spend lots of money on consultants and experts to help them change. The problem is the expert or consultant tries to apply the highly specialized knowledge they have to your unique business. Do you want a fast food expert telling you what wines to stock in your wine cellar? The price you pay, is the cost of their contract and the chance that the changes won't produce the success you wanted. In addition, there may be a lot of workforce resentment caused by the perception that outsiders, who don't care about the traditions of the restaurant, are forcing changes.

A very effective alternative, (and we believe the best approach), is to send your staff out to benchmark companies that are the best in the area where you are trying to change. You will be amazed how quickly your staff learns everything your organization needs to know, and when they apply the change, it fits your restaurant perfectly. Why? Because it is their business too. Best yet, the cost often is less than you would pay for a consultant and your staff buy into the change. Plus, everyone has a tremendous amount of fun and excitement in the process! Wow! (Editor's note—you don't even have to send a chef with the staff. In fact it works better if you don't!)

Fat free Yogurt (Requires a gas oven)



1 quart of fat free milk

Dollop of cultured yogurt (Yogurt that still has an active culture)

½ pint frozen fruit of choice

1. Heat milk on stove to temperature short of boiling. ***Creating change often requires a "burning platform." Simply, the burning platform is the reason that everyone agrees with that the organization must change. In today's competitive environment, the burning platform is often the possible loss of jobs or organizational survival.***
2. Remove milk from stove and allow to cool to warm to the touch temperature.
3. Add a spoonful of cultured yogurt. ***Adding a change agent or creating an environment supportive of different views and ideas is essential to getting a different organization. You get results if you introduce innovative ideas, new perspectives, and different attitudes.***
4. Place warm milk into the gas oven, and leave in place eight hours. ***Change is progressive and slow. In a large organization, it will not take place overnight.***
5. Remove yogurt from oven. ***Wow! Transformation happens from within. No amount of directing people to be different is going to produce meaningful change. The change occurs because the conditions, processes, incentives, and system have taken away the positive reinforcements for being the "old" way, and reinforce the "new" way.***
6. Add thawed fruit to yogurt. ***Diversity adds value and richness.***

Cooking Tip



Cooking for your Reinvention Party (or one dish vs. the whole enchilada)

If you are planning for a big Reinvention Party, then how you go about it makes a lot of difference! Many wanna-be reinvention cooks prepare their reinvention dishes one at a time. Their idea is to get each meal going and done right before moving on to the next dish.

Then they plan to do the next, and after that is completed, move on to the next. You wouldn't try to cook for a Thanksgiving meal this way. It would take too long, and probably wouldn't turn out well. One dish would be cold by the time you were halfway through the next.

The case for starting the major reinvention dishes almost at the same time is that it is highly effective, it's quick, and it produces results.

Think of it this way. Companies in the private sector that find themselves in serious trouble often are dealing in an environment where they are losing markets, working with increasingly reduced revenues, losing employees, and must somehow improve their product to be better than the competition's if they want to survive. How logical do you think it seems to them to do each major change one at a time? Is the government different from business?

Think of how you would do the job if you were tasked to start up a major new federal program. Would you build your procurement office, then your budget office, then your program office, or would you start all the development processes at the same time? Probably the latter.

So why would you reinvent one thing at a time if you want to achieve big results? Starting everything close together may look like chaos, and it may put stress on the organization, but you'll get through the stressful part faster, and the organization will discover that it can handle much more than it thought.

"The qualities of an exceptional cook are akin to those of a successful tightrope walker; an abiding passion for the task, courage to go out on a limb and an impeccable sense of balance." –Bryan Miller, "What Makes a Great Cook Great?"



The Whole Enchilada



Tortillas:

Fry 1 dozen corn tortillas in vegetable oil. Tortilla should be soft, not crispy. Make them crispy and soon you will have chicken tacos.

Chicken:

Boil 4 chicken breasts until meat is tender

Cool and debone the chicken and cut into small pieces

Dice 1 medium onion

Shred one pound of cheddar cheese

Stuffing Mix:

Mix chicken, onion, and half of the shredded cheese.

Add on 8-ounce container of sour cream to this mix.

Pour one can of red enchilada sauce into a bowl.

Dip prepared corn tortillas in enchilada sauce.

Stuff and roll each tortilla with the mixture.

Preheat oven to 350 degrees.

Place all stuffed and rolled tortillas in a casserole dish.

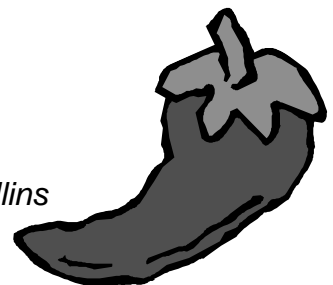
Pour remaining enchilada sauce over the stuffed tortillas.

Cover tortillas with the other half of the shredded cheddar cheese.

Cover dish with aluminum foil. Place covered dish in oven for 45 minutes.

Remove aluminum foil and bake uncovered another 5 minutes.

“Dieting: waiting for you hips to come in.” –Paul Harlan Collins





“The Secret is in the Roux”

When asked, any good Cajun cook will tell you the secret to good gumbo, and other popular Cajun dishes, is in the roux, (pronounced roo). What is a roux? Essentially, it is flour cooked in oil. Doesn't sound too special, but it is indeed critical. The roux affects the color, flavor, texture, and consistency of the gumbo. But, once it is combined with the other ingredients, it becomes invisible. Few, if any, ingredients have more impact on Cajun dishes than the roux.

To make a good roux for gumbo, a variety of factors must come together at the right time, in the correct amounts, and at the proper temperature. Special care must be taken to continually stir the roux. Even the skillet used to cook the roux has an effect on the final outcome. Sometimes, those unfamiliar with the nuances associated with roux preparation will ask, “Why are you burning that flour?” That is one of the secrets to a good roux, it looks burned, but it isn't. If it were indeed burnt, the burnt flavor would permeate the entire dish.

So, what is the recipe for an organizational transformation roux?

Mix equal parts leaders and commitment, blend well, and add to the organization.

The number of leaders you use will depend on the number you have available, and the size and type of organization. Good leaders are sometimes hard to find, and sometimes are confused for managers. The most successful roux will consist of leaders from all levels of the organization and the union. The partnering of leaders from both management and the union will guarantee a successful transformation.

The type of leader needed for this recipe has the following characteristics:

- A passion for change;
- Boundless energy;
- Recognition of the need to hire people to complement the leaders' strengths and supplement weaknesses;
- A vision (All leaders used in the roux must share the same vision, or the roux may separate and all consistency will be lost);
- Seldom if ever takes no for an answer, but knows when to pick the battles;
- A free thinker with a strategic view;
- Values risk taking, and chastises those who “opt for the status quo”;
- Encourages and rewards creativity, even if they don't personally like the concept;
- Abhors red-tape, always asks “why?” – Can leap bureaucrats in a single bound;
- Tells people “what and why” - not “how”;
- Never stops initiating change;
- Always thinking of the “big picture”;
- Encourages teams – hates the word “I”;
- Keeps commitments, or has an assistant to ensure (s)he keeps their commitments;
- Constantly communicates their vision ;
- Dedicates resources necessary to achieve goals;
- Puts organizational success above their personal agenda; and,
- Never, never, never, never gives up!

Note: Managers may be leaders, but care must be taken to ensure they have the preceding characteristics, or the entire transformation will be ruined.

Cooking Tip



Quality dishes

Commitment to a quality dish is every chef's goal. For many of us, that means talking up quality and putting time into making our dish. For others, putting time into quality has meant giving only the time and commitment that produces the visual image of a gourmet meal, but really amounts to a TV dinner.

One way to a quality dish is to shoot for ISO 9000, a standard so tough that it requires third party registration at the end. And audits every six months to maintain the registration. Speaking from experience, there is a world of difference between TQM—the talk—and ISO 9000 that requires genuine ongoing, unfailing commitment.

Did you know that 25,000 U.S. companies, such as Texas Instruments, Motorola, and NCR have ISO 9000 facilities? Did you know that fewer than a dozen government operations have obtained this coveted quality sign?

Try this dish. Your customers will love it!

BEER BATTERED REINVENTION FILLETS

1 cup sifted all purpose flour
1 egg
1 can of beer
1 teaspoon salt
3 pounds catfish fillets
1 stiff egg white



Place flour and salt in a mixing bowl. Add the whole egg and enough beer to make a medium batter. Cover the bowl and set aside for 1 hour.

Preheat your oil to deep fry temperature.

Dry the catfish fillets with a paper towel.

Gently fold the beaten egg white into the batter mixture.

Dip fillets in the beer batter and place in the hot oil. Cook until golden brown.

This recipe turns the lowly catfish into a culinary delight. *The catfish started out as an object of derision. With a few changes, our catfish becomes something to brag about. The same is true for our government reinvention.*

“Creativity: Take an object. Do something to it. Do something else to it.”—Jasper Jones

Cooking Tip



Chaos and Risktaking in the Kitchen

By nature, most of us prefer our lives and workplaces to be orderly. Throughout our career, chaos, disorder, and confusion have been attributed to poor management or employee unrest. Sure signs that things are not going right.

If you have a successful restaurant that is filled each evening, you better expect some chaos, disorder, and confusion in your kitchen.

Reinvention is not a calm affair. Change is unsettling. It is disruptive to the normal processes. By definition reinvention means doing something different, or stated another way, doing something you have not done before. Run enough change initiatives, and you are almost certain to see what appears to be chaos. Confusion? Absolutely guaranteed. Unrest? You betcha! But, whereas in the past, you might have considered this to be bad news, now just treat it as expected news.

At the signs of confusion, disorder or employee unrest, the first impulse is to step back and stop the change. Resist it! Instead, you might consider slowing down while still continuing to move forward. Be vigilant and increase the communications among the master chefs and the workforce. Encourage employee feedback as to how the change impacts might be lessened. Conduct listening sessions. Address the impacts of the changes. But continue to push the reinventions forward. Going backwards will produce the result of reducing the confusion and chaos, and is a positive reward for those who resist the change. Stop your reinvention effort, and you provide the formula for slowing and stopping future reinvention efforts. There may be times when there are genuine reasons for pulling back from a change, but these are fewer than most people realize.

If you surround yourself with good master chefs and are working a partnership with your union and workforce, you'll find that your team can manage its way through the rough spots. Every time you do so successfully, you and the workforce will have a better feel about how to handle the next round of changes. The process gets easier, even if the changes get progressively larger. Success breeds success!!

Good luck in that chaotic kitchen!

"You may be disappointed if you fail, but you are doomed if you don't try." –Beverly Sills



CHANGE PASSION SAUCE

(A hand crafted meat sauce from the FAALC kitchen)



Hotter than a reinvention lab!
Sweeter than a reinvented government organization!
As sour as an untapped workforce!

Ingredients:

2 cups seeded red Serrano peppers
1 cup seeded red Jalapeno peppers
4 cups Vidalia onions
2 cups brown sugar or molasses
2 cloves of garlic
1 tablespoon salt
1 cup white vinegar

Liquify peppers, onions, and garlic in a food processor. ***Just like change this can be an eye watering experience.***

Place all ingredients except vinegar in a large pot and cook over medium heat until reduced by ½. ***In order to create change, the leader has to keep the heat on the whole organization.***

Stir frequently to avoid sticking. ***It is a normal tendency for organizations to cling to familiar surroundings. The leader has to keep things stirred up.***

When reduced by ½ remove from heat and add the vinegar. Stir until well blended.

You have to know when the job is completed and preserve the results.

Immediately place the hot (heat) mixture in hot sterilized ½ pint self sealing jelly jars.

“Character consists of what you do on the third and fourth tries.”

—James A. Michener



Cooking Tip



Low Hanging Fruit

In the private sector, restaurant owners are under a lot of pressure to produce results early. Their investors want to know that the restaurant will be a success, and that the profits will soon begin rolling in. The restaurant owner's early goal is to fill that restaurant! Even if it means offering 1 for 2 coupons, or special inducements so prospective customers will give the new restaurant a try. This strategy produces two benefits: customers learn what the restaurant has to offer, and the owner can point to the filled restaurant as an early success.

As a reinventor, early success is important. The workforce will find the early phases of reinvention stressful because they are not accustomed to change. Also, there will be uncertainty as to whether the reinvention effort will be a continuing process, or just a brief fad. Early successes build the momentum to carry the organization through the slower phases of the change process.

Look for those changes that are easy to make. Or look for improvements that the workforce has wanted to make for some time. Hold listening sessions to obtain the ideas of your master chefs and of the workforce. In no time, you will have a list of changes that can be made quickly, and which everyone agreed were needed.

Quick Success Pork Chop Casserole

4 to 6 pork chops
onion slices
salt & pepper
lemon slices
8 oz. tomato sauce or canned tomatoes

Salt and pepper pork chops, and brown both sides. Place the pork chops in your casserole dish, cover with an onion slice topped with a lemon slice. Cover with the tomato sauce or tomatoes. Bake covered at 350 degrees for 45 minutes.



III. PRESENTATION



“Serve the dinner backward, do anything—but for goodness sake, do something weird.” –Elsa Maxwell



World Class Customer Service (Do we serve what they want, or what we want to give them?)

In the reinvention world, the only thing that matters is the customer.

Reinventors and world class companies live, breathe, and exist solely for the customer. If one focuses on nothing else but the customer, things within your reinvention restaurant will change significantly.

Product design--meaning food, beverages, ambiance and service--will improve, costs will drop, delivery times will shorten, and staff satisfaction will go up. This isn't hype. Just ask highly competitive, world class companies.

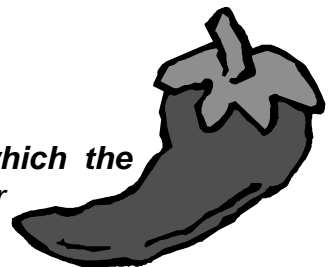
The problem is that for many chefs in government, 'customer service' are buzzwords for surveys, customer service standards, and customer hotlines. Not that they are not good, they are absolutely important! It is just that many government chefs don't believe doing these things makes any difference. So, if you are convinced that it won't make a difference, it won't.

On the other hand, those reinvention chefs who have figured it out understand good customer service means putting the customer's interests before their own every single time. Day in and day out. Sounds strange, but it pays off. Think about those restaurants where you have found the food and service to be outstanding. Service was fast, or it was deliberately paced to allow you to enjoy your meal. When they asked whether everything was all right, they really wanted to know. When you said "No, it wasn't OK," is when you found your bill being adjusted or you received a free dessert. World class customer service is not about going through the motions.

Oh, by the way. It helps to know who your diner is. In many government operations you will hear talk about how their customers are internal to the organization, e.g. the program offices are the customers of the procurement offices. Make sense? Try it in a private sector setting. If the comparison holds true, the chef's customers are the waiters, and the meat buyers' customers are the chefs. The poor diner waiting for the meal must be the waiter's customer. Your "diner" is the person ultimately paying the bill, i.e., the taxpayer, the park visitor, the flying public, or the social security recipient.

World class customer service means finding every single way to give your diners what they want, the way they want it, and when they want it. How is your reinvention restaurant serving its diners today?

"A restaurant is a fantasy—a kind of living fantasy in which the diners are the most important members of the cast."—Warner LeRoy, founder, Maxwell's Plum restaurant, New York City





DIVERSITY CHILI (low fat)

2 pounds ground London Broil (ask Butcher to grind into chili meat)
1 large onion chopped
2 cans Cajun Style Tomatoes
1 can Mexican or ranch style beans
1 can red kidney beans
1 can black beans
1 can white beans
2 cans onion soup
2 packages "2 Alarm Chili Mix" or your favorite mix
"V8 Vegetable Juice"

Carmelize the chopped onion in big stew pot.

Add the meat to the pot and brown until golden.

Add the onion soup, tomatoes, and beans to the browned meat and stir.

Add chili mix and stir. You now have a mixture much like a newly formed team. ***The individual ingredients are great in their own right, but at this point the flavors are fighting for individual recognition and self determination (storming).***

Add "V8" to achieve your desired consistency. ***The reinvention leader has to have a vision of the desired outcome and make changes (interventions) when required.***

Simmer over low heat until flavors begin to meld into one. The longer this chili cooks, the better it gets. ***Diversity improves team efforts, but the leader has to have the patience to allow the team to evolve. (norming)***

Top with Cojac cheese and chopped onions and serve to a group of good friends.

Share the recipe. ***Once your team is performing, share the results with everyone.***

Be sure to acknowledge the diverse skills and attributes which made the effort a success.

"Man does not live by bread alone, even presliced bread."

—D.W. Brogan, On decline of US baking industry





COOKING AT HOME: ELEGANT EGG FRITTATA

By taking simple ingredients like eggs and mixing them with vegetables, a chef can make a dish for an elegant evening meal or a romantic breakfast or brunch. We bet you have all the ingredients for the recipe in your home refrigerator or pantry. If not, all of them are available at your local grocery. So you don't have to go to some exotic, expensive, outside source to make this dish. Plus it's easy! It will take less than 20-30 minutes to whip up in your own kitchen. The pay off is fantastic. Whether served to friends or your spouse, you will get rave reviews.

1 teaspoon olive oil
1 small chopped red bell pepper; $\frac{3}{4}$ to 1 cup
1 small chopped green bell pepper; $\frac{3}{4}$ to 1 cup
1 garlic clove minced
 $\frac{1}{2}$ teaspoon dried thyme
salt to taste
 $\frac{1}{4}$ teaspoon ground red pepper
1 (14.5 ounce) can diced tomatoes, undrained
4 large eggs, lightly beaten
chopped fresh parsley (optional)

In a large nonstick skillet, heat oil over medium-high heat. Add bell peppers and garlic; sauté 5 minutes. Add spices and tomatoes. Cover and cook until bell peppers are tender, about 5 minutes. Uncover and cook until liquid almost evaporates, about 1 minute.

Gently stir in eggs; cover and cook until set, about 4 to 5 minutes.

Cut into wedges, garnish with parsley and serve immediately.

Try a side dish of good French bread or warm sourdough rolls and some fresh fruit. For special occasions, add fresh strawberries and champagne.

“Vegetarian: someone who has a beef with beef.”
—Paul Harlan Collins





Organizational Values Biscuits

Ingredients:

2 cup flour	1 cup buttermilk
¼ cup cocoa	¼ cup pecans, chopped
1 teaspoon baking soda	½ banana, mashed
1 teaspoon baking powder	2 tablespoon chopped maraschino cherries
½ tsp. salt	1 garlic clove
1 packet yeast dissolved in ½ cup warm water	1 cup chopped dates

In a large bowl, dissolve yeast in warm water.

Add buttermilk. ***As buttermilk produces a finer textured biscuit, so do quality and teamwork produce a “finer” organization.***

Measure carefully combining flour, soda, powder, and salt in a small bowl. ***We know how well we’re doing in satisfying customers when we measure our progress for improvements.***

Add yeast mixture to flour mixture. ***As yeast permeates the flour, so change when added effectively to an organization sets that organization on the move, works through it toward reaching and maintaining its values, and creates substantial “growth” within the organization.***

Mince 1 garlic clove and add to mixture. ***When an organization is changing, at times it becomes painful. But where there are employees who are loyal and committed to an organization, and trust that the outcome from effective change will produce a more outstanding and efficient organization, that organization will be dedicated to producing only quality goods and services, thus resulting in satisfied customers.***

Add 1 cup chopped dates. ***After we become ISO 9002 certified, we then have a “date” to receive the coveted Malcolm Baldrige Award.***

To the dough add pecans, cocoa, banana, and cherries. ***Valuing and using diverse views and experiences that people bring with them to an organization, makes an organization more resourceful, resilient, efficient, and just makes better business sense.***

Roll dough and make star-shaped cutout biscuits. ***To an organization that views status quo as an “enemy” to growth and success, that organization will seek innovation and risk-taking in its quest to be a stellar, world-class organization. It will “roll itself out” with new ideas, test them, and when successful, implement them.***

Place on cookie sheet and bake 400 degrees for 15 minutes. Enjoy! ***Leadership and communication, along with all the other above values, are orchestrated into a synergized, energized, finely tuned organization that works so well, customers who use that organization’s products and services wouldn’t think of taking their business elsewhere. The customers say, “These are world-class rated biscuits! Try some!”***

Cooking Tip



Training Restaurant Chefs

You tell your restaurant chefs, “Tomorrow we are changing the menu from American cuisine to Russian dishes.” Good luck if you didn’t give them any training. Not only does it help to have a recipe and the proper instruction, but it helps to know what the dish is supposed to taste like. Versatility in cooking comes with training.

Reinventing an organization is no different than changing your restaurant menu. By definition, your organization will be doing something tomorrow that is very different than what it did in the past. The workforce needs to have the knowledge, expertise, and skills necessary to work effectively in the new reinvented mode. The only way it will get those is through education or training.

The problem is that reinvention takes time and resources. With the changes underway, the tendency is to believe that the organization cannot afford the time or money to invest in training. Or, the employees themselves may believe they don’t have time for training. Don’t make this mistake! Failure to give the employees the tools that they need to make the transition, is a sure fire way to get the same old result. Think of our earlier example of the restaurant’s switch to a Russian menu. No matter how busy that restaurant might be, nor how short of funds due to the cost of redecorating the restaurant to a Russian motif, it will not succeed if the chefs are not trained.

Whenever you are making major changes, plan to increase training. Look for every conceivable area where employee skills need to be enhanced as a result of the changes. Consider the second and third order impacts of your changes. You will find that there are critical training requirements that you would not have recognized or considered otherwise. Ultimately, the goal is to create a learning organization where employees become less apprehensive about changes because they are confident they can acquire the tools they need through training and education. Invest in the workforce, and you will find that they start leading the changes themselves.

“Give a person a fish and you feed them for a day. Teach them to fish and you feed them for a lifetime.”





Collecting Green Stamps (Incentives and Rewards)

In the 50's and 60's, grocery stores would offer incentives to attract shoppers to their food store. In the 90's, manufacturers do that with store coupons and doubled coupons. Retailers know that if you want a prospective customer to do something, you can't just tell them to do it. You have to incentivize them.

Reinvention chefs would do well to look at where they want their restaurant to go, and where the organization's incentives and recognition system take them. More likely than not, the incentive and recognition system is still the same one designed to perpetuate the values of the old culture.

How important is it for the reinventor to take a serious, hard look at the incentives and recognition system? Really important!! Think of McDonald's latest contest that uses a Monopoly game. Customers are given Monopoly property cards whenever they purchase a 32 ounce large soft drink, super-size french fries, or hash browns. No other purchase gets a property card. If you get the right card or combination of property cards, you win a prize. What do you think McDonald's is selling a lot more of these days? Probably there are more people playing the game who stop at the drive-thru just to purchase a large drink, fries, or hash browns, and nothing else because all they want are those property cards and a chance to win. People follow incentives.

If your reinvented organization values learning, but your existing incentive system rewards high volume production, guess what? Your employees will not want to take time from their desks to attend learning/training activities. What if your organization is moving toward teams, but your current recognition system rewards individual performance? Your employees will each try to be stars to the detriment of the team environment. Perhaps your reinvention restaurant wants to try new recipes, but your performance system punishes mistakes. Your workforce will always make sure that it stays on safe ground. So much for the risktaking.

Change the incentive, reward and recognition systems, and you will make the same discovery that food retailers learned a while back. You don't have to tell people what you want them to do. They will do it because they want to.

"An oldtimer remembers when a pie was set on the window sill to cool, not thaw."—Corrales Historical Society Docents

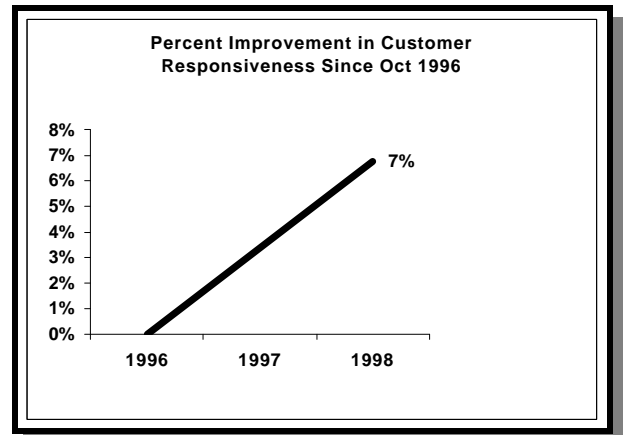
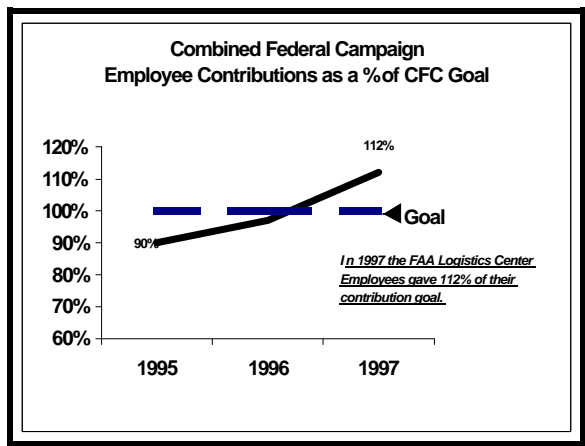
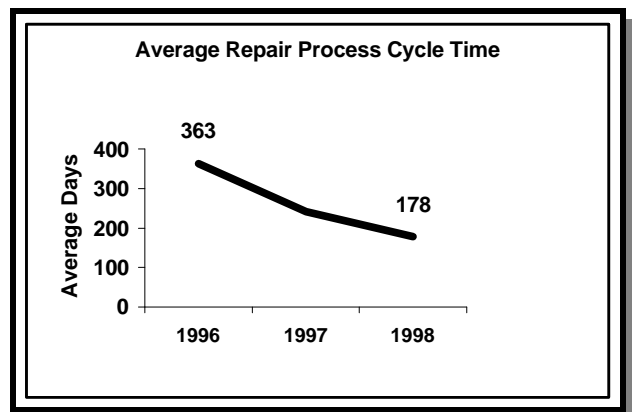
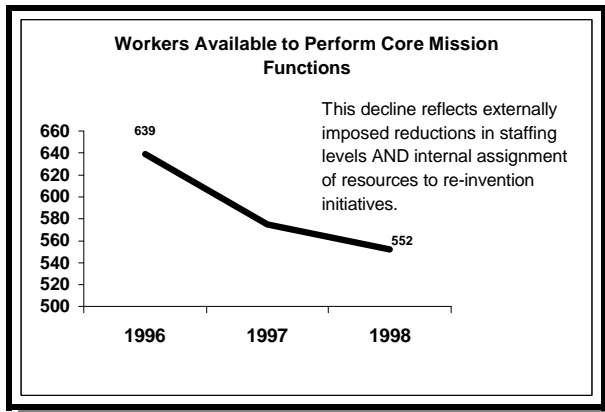
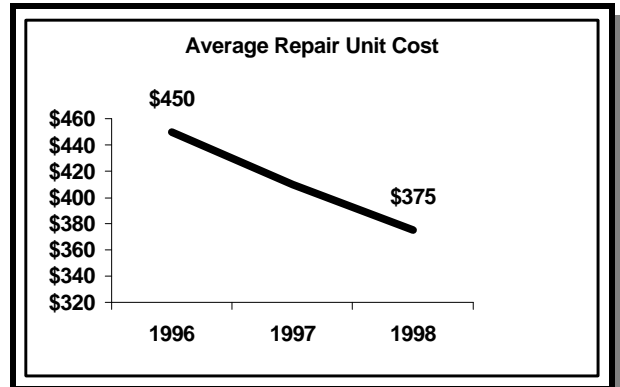
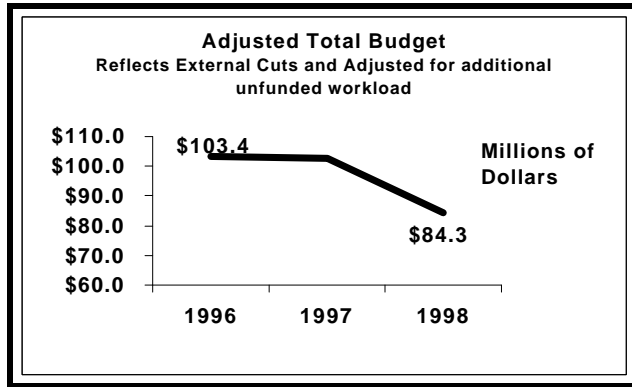
V. JUST DESSERTS



“Overweight: when everything you eat goes to waist.” –Paul Harlan Collins

The Proof is in The Pudding!

Products of the FAALC Reinvention Restaurant



CHEESECAKE BY STAGES



4 eggs
4 8 ounce packages of cream cheese (softened)
1 cup sugar
1 tablespoon of vanilla
2 tablespoons of flour
Mix until creamy

Topping:

1 4 ounce package of sour cream
1 teaspoon of almond extract
1 teaspoon of lemon extract
1/2 cup of sugar
1 tablespoon vanilla

Crust:

1/3 cup of melted butter
1 3/4 cup of graham cracker crumbs
dash of cinnamon
1 1/4 cup sugar

Prepare the graham cracker mix and press into a sponge cake pan. Pour the cream cheese mix into the cracker mix. Bake for 55 minutes at 350 degrees or until the top of the cake cracks. Top with sour cream mix and bake for an additional 10 minutes.

Allow to cool for at least two hours before topping with your favorite fruit.

Reinvention organizations are like cheesecake recipes. You must take the organizations through various stages of development. When the stages are complete, you must still do a lot of blending, mixing, and fine tuning. What you have at the end is something wonderful.

“Dessert store on the endangered list: Custard’s Last Stand.”—Paul Harlan Collins



Flavor of the Month

A well known, nationally franchised ice cream created the term “flavor of the month” when it featured a different ice cream flavor for each month of the year. Flavors such as Tutti-frutti, Rocky Road, Mississippi Mud, Very Very Strawberry, and others have become household names as a result of this marketing strategy.



Employees also have picked up the term. It refers to the tendency of federal restaurant chefs to start a new initiative, realign priorities to promote the initiative, and then allow the initiative to drift into obscurity. At the national level, we can all remember many of these. They included: Planning, Programming, Budgeting System (PPBS); Management By Objectives (MBO); Zero Based Budgeting (ZBB); and Total Quality Management (TQM). In organizations, the “short-lived” types of improvements are often aimed at cost cutting, quality, or work environment improvements.

If you aim to seriously reinvent the organization, culture, or program, make sure you have planned how you will follow the changes through to the end. The workforce is watching to see whether this is the same old approach to change, which means a new flavor every month, or whether--like vanilla—the change will be around a long, long time.

Just Plain Flan

1 ½ cup sugar
2 teaspoon vanilla
4 eggs
1 (12 ounce) can evaporated milk
1 teaspoon salt



Melt and caramelize one cup of sugar until light brown, in a casserole over low heat. Then, holding the casserole dish with hot pads, slowly rotate and tilt the dish until the caramel coats the bottom and sides. In another bowl, mix ½ cup of sugar, salt, milk and vanilla. Beat eggs and add to the mixture. Pour mixture into the casserole. Place the casserole into a larger pan of water, and place pan and uncovered casserole into a 300 degree oven. Cook in oven for one hour, or until toothpick inserted in the center comes out clean.

“Let not the mind be like concrete—all mixed up and permanently set.”—Corrales Historical Society Docents



About the Author

What is the FAA Logistics Center? The 600+ employees of the FAALC provide 24 hours a day, 365 days a year supply, technical, and services support for the safe operation of the air traffic system.

Located west of Will Rogers World Airport at the Mike Monroney Aeronautical Center in Oklahoma City, the FAA Logistics Center employees are a multi-talented, diverse workforce who provide support and services to more than 46,000 air traffic control systems throughout the world.

The Federal Aviation Administration's Logistics Center has been doing a lot of reinvention, and it has gone through a lot of change in the past 18 months. It is on the verge of becoming one of less than a dozen government operations to achieve ISO 9000 certification. It is moving to a private sector like financial system. By November, it will have completed an organizational realignment that will make it operate as efficiently as, or better than, many private sector firms. It is changing almost everything it does in order to satisfy its customers in a way it never previously conceived. It is even leading a drive to give up its annual appropriated funds, so that the money can be put in the hands of its customers in the field. This puts it at risk because if it doesn't satisfy its customers, it no longer has a guaranteed funding source, ergo, no jobs... But these changes are worthwhile because it will allow its customers to do their job better, and will serve the flying public and taxpayers much better than the current system

To make these changes, it took a lot of risks. One of the risks was to try to do these changes all at once. There was chaos and there was confusion. As an idea of how huge this effort became, in the middle of its efforts, a wall to wall inventory of 20 million items was conducted. Normally this takes three years but was completed in 8 days. It also took a 16% cut this year. Yet to date its changes have been extremely successful. And it learned a lot.

This cookbook of reinvention recipes is an attempt to share its lessons learned. This is the commitment it made when it became a reinvention lab. All of the recipes that have been tried and found to be a success are included.

Do You Have a Reinvention Recipe You Would Like to Share?

Some of us are fortunate to have a recipe for a very special dish that was passed from a great grandmother to successive generations. But what about those recipes that were equally good that didn't get passed on? Those are lost forever.

That is why we are collecting recipes. So that what you learned will not be lost.

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